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Canada

CDS DISCUSSES THE WAY FORWARD FOR THE CF

Just a little more than 11 weeks in his new position, General Tom Lawson is getting accustomed to its hectic pace. Trying to divide time as needed and follow the tight schedule isn't always easy when you're Chief of the Defence Staff.

Gen Lawson looked comfortable in his new office, surrounded by personal military memorabilia spanning a 37-year career, as he chatted about himself and the way forward for the CF. He sees a positive future ahead for current serving members and future recruits.

First trip overseas as CDS

Gen Lawson and the CF Chief Warrant Officer, Chief Petty Officer, 1st Class Robert Cléroux, recently returned from Gen Lawson's first trip overseas as CDS visiting the troops and both are proud to see CF members carrying out their roles with such vigour and drive. Gen Lawson drew energy from seeing the great work being done by the deployed men and women of the CF.

"They [CF members] are standing up the Afghan troops at such a great rate; they are able to move them [Afghans] from basic training into more advanced training, professionally and quickly. They're so well positioned to do what they do, they are literally working themselves out of jobs," he said.

The CDS also visited HMCS *Regina* in the Arabian Sea, his first time on ship since he was an RMC recruit. He got there by flying the ship's CH-124 Sea King helicopter, although there was some banter about him not coming too close to the ship for his fly by. "And I think that was probably advisable," he said with a chuckle.

"Spending a day onboard the ship was tremendous," he said proudly. "Seeing our men and women taking *Regina* through her paces was an enormously heartening thing."

Evolving Role of the CF

Gen Lawson explained how he sees the role of the CF protecting Canadians at home evolving.

"I think it is less about evolution in terms of readiness and more about evolution in terms of how we link with like-minded groups in other areas of government and outside of government."

Canadians can rest assured that the CF will always be there in times of need, and Gen Lawson says that will always remain true. And just as the CF has proven itself in combat abroad, it has also fought fires, floods, and hurricanes here at home, and has assisted with security at the Olympics, G-8 and G20, working closely with the RCMP, Public Safety, other government and non-government departments. "This tie together has developed an interdependence that's helped us to not only get to know each other — the person at the other end of the phone — before the challenging things happen, but also in a way that has shown how we can help each to the greatest effect — that's where I think the evolution will continue, our linkage to other like-minded groups."

Resources at Defence

In this time of budget reductions, belt tightening to identify efficiencies and finding new ways of doing business, the Defence Renewal Team has been hard at work studying the subjects in-depth.

"This team was started before I came in, and I think it's brilliant," he said. "We've had budget challenges in the past, but now we have to refine how we do things ... there is very little fat, and while this is true, the Defence Renewal Team is not looking at whether there is fat, but how we can better refine the ways we do things across the Army, Navy and Air Force."

Staying on the topic of cuts and reallocating resources to the front line, the term "more tooth, less tail" is being used, but Gen Lawson doesn't feel this is a good descriptor.

"Having been a fighter pilot ... together with my sailor friends, tank drivers, and artillery officers, we are the 'tooth' out there, protecting Canadian interests, and it was fun to talk like that before," he said. "And when you become part of the very support fabric that allows the men and women of the Canadian Armed Forces to do the things they do, you see it from the other side, you see the linkages, and it becomes less like an animal with teeth and a tail wagging and more like a team with many players working to the same end."

Gen Lawson explained how the CF finds the funds to reinvest in a place that puts more capabilities on the ramp and in the field.

"I think the way you do that in the months ahead is by looking at those processes that have worked well to shelter us from risk, and then find ways to accept a bit more risk and do things more efficiently. And that, I think, is going to be the way we meet the mandate of maintaining and delivering on those capabilities required to give the government options when a need arises."

Defence Priorities and the *Canada First* Defence Strategy

Defence Priorities and the *Canada First* Defence Strategy give DND/CF some clear direction and a way ahead as Canadians expect that capacities, capabilities and readiness will be at their highest levels. And even with many budget restrictions, the CF will continue to invest more dollars in these priorities.

"Even through tough budget restraints, we will continue to invest in readiness and training," Gen Lawson reaffirmed.

The CFDS was put in place in 2008 and largely gave the CF clear path forward, with a focus on domestic capabilities and the Arctic. While those core missions were never forgotten, they did receive less public attention while the CF was involved in combat operations in Afghanistan.

"So, I don't think the Defence priorities have changed, but with the end of the combat mission, this will give us more time to focus more clearly on what we were told in 2008."

When asked what his most rewarding job to date has been, Gen Lawson said he could pick any of seven or eight tours.

PHOTO: Cpl Rick Ayer

CDS Gen Tom Lawson, aboard HMCS *Regina* in the Arabian Sea.

Like many CF members, he has had operational and leadership positions which have been interspersed with traditional staff jobs. While he is able to claim a pretty good initial feel for his present position, Gen Lawson knows there will be some challenges to be tackled and rewards to be savoured in the years to come.

"But it's starting out extremely well, very interesting and challenging," he said.

He recalled with a smile his early days of flying a CF-104 over the German countryside and the excellent opportunities he's had in his leadership roles, but there are two roles that stand out.

"I would say either my job commanding 8 Wing, where I had one wonderful year, or my two years commanding the Royal Military College, which was pure leadership at a place with 1,000 of our finest Canadian youth and hundreds of highly motivated Canadian officers, are the highlights."

Gen Lawson knew how busy the CDS office would be, but said he is invigorated by the pace.

"I knew my schedule would be packed, and this has taken some getting use to."

This busy pace has led him to his New Year's resolution.

"I will continue to enhance my personal fitness so I can lengthen my days," he said with a laugh. ◆

CDS AND CFCWO WANT TO HEAR FROM YOU

The CDS and CF Chief Warrant Officer want to hear from you.

If you have a question or comment about what is happening or the future of the Canadian Armed Forces, please send your e-mail to **+AskTheCommandTeam-Equipedecommandemetvousrespond@fe@ADM(PA)@Ottawa-Hull**. Your message will be reviewed and the CDS or CF Chief Warrant Officer will respond to select questions in upcoming editions of *The Maple Leaf* and on the Defence Team intranet site.

The Maple Leaf
ADM(PA)/DGPASP
101 Colonel By Drive
Ottawa ON K1A 0K2

Fax: 819-997-0793
E-mail: +Internal Communications internes@ADM(PA)@Ottawa-Hull
internal communications: internes@forces.gc.ca
Web site: www.forces.gc.ca
Translation: Translation Bureau, PWGSC

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COVER:

Designers Concept

December ANNOUNCEMENTS at Defence

The year came to an end with a number of announcements benefitting members of the Defence Team. Below is a summary of some of the announcements made to ensure that Defence has the equipment, infrastructure and support in place to meet the challenges of the future.

December 3, 2012

Eight infrastructure awards announced for CFB Edmonton

The overall value of the contracts is over $2.4 million and includes:

- roof upgrades;
- the replacement of siding and roofing on row garages;
- the construction of a storage shed for the local Canadian Ranger Patrol Group;
- the replacement of gas detectors;
- window replacements;
- improvements to the interior insulation of basements of various residential housing units; and
- the installation of pre-engineered mezzanines at the Steele Barracks site.

December 4, 2012

Two infrastructure awards announced for CFB Halifax

The contracts, valued at over $1.1 million, includes:

- the construction of new semi-detached residential housing units at 12 Wing Shearwater; and
- janitorial services at Stadacona.

December 5, 2012

Three infrastructure contracts announced for 19 Wing Comox

The overall value of the general maintenance contracts is approximately $1.22 million and includes:

- the minor recapitalization of "JJ" style housing;
- upgrades to siding on DND housing; and
- the dredging of the Quadra Marina.

December 6, 2012

Five infrastructure awards announced for CFB Esquimalt

The overall value of the contracts is approximately $4.47 million and includes:

- the replacement of roofing and clerestory siding;
- upgrades to Naden Electrical Distribution;
- construction moves for the Fleet Maintenance Facility (Cape Breton) shop consolidation project (phase IV);
- 3Rs disposal of residential housing units; and
- initiatives on "KK" style units as part of the minor recapitalization program for the Canadian Forces Housing Agency.

December 7, 2012

Changes to the CF Accidental Dismemberment Insurance Plan

- All Reserve Force Personnel, including members of the Cadet Organizations Administrative and Training Service, Canadian Rangers and Officer Cadets in the Reserve Entry Training Plan, are now entitled to the same compensation as their Regular Force counterparts for accidental dismemberment, loss of use of a limb, or the loss of sight, speech or hearing, which is attributable to military service.
- The timeline for which members could submit a claim under the Accidental Dismemberment Insurance Plan has been extended from within 90 days of the injury to 365 days.

Two contracts awarded for 4 Wing Cold Lake

The overall value of the contracts is approximately $2.99 million and includes:

- the replacement and installation of two de-aerator tanks; and
- the midlife refit for aviation petroleum and oil product tanks five and six.

December 11, 2012

Canadian and US Commanders Sign Arctic Cooperation Framework

- The goal of the framework is to promote enhanced military cooperation in the Arctic and identify specific areas of potential Tri Command (Canadian Joint Operations Command, United States Northern Command and NORAD) cooperation in the preparation for, and conduct of, safety, security and defence operations.

December 13, 2012

$2.8 million project for 14 Wing Greenwood

- A funding commitment of approximately $2.8 million will go towards the replacement of the intrusion alarms and monitoring system at 14 Wing Greenwood.

December 14, 2012

Investment announced to create sonobuoy technology for the Canadian Armed Forces

- Sonobuoys are small, deployable, floating sensors that detect, identify, and locate surface vessels and submarines by either listening for the sounds of propellers and other machinery or by bouncing a sonar "ping" off of the surface of a submarine. This provides the Canadian Armed Forces with critical awareness of the location and identity of vessels within Canada's maritime exclusive economic zone.
- The technical and engineering support work under this contract will include determining ways and means of improving the operation of the sonobuoys.
- The sonobuoys will continue supporting the operational capabilities of the CP-140 Aurora, the CH-124 Sea King, the Halifax-class frigates, and the Iroquois-class destroyers, and will support the CH-148 Cyclone. Their capabilities for detecting, identifying, locating and tracking objects at sea will continue to be used in defending Canada and North America; assisting law enforcement authorities; and helping to refine search areas for search and rescue operations.

For a full listing of December announcements, visit: **www.forces.gc.ca**. ♣

THE PERSIAN GULF WAR – 21st anniversary of CF contribution

An American-led coalition of a half million soldiers mustered in the Persian Gulf in the closing months of 1990. The coalition readied itself for war under the auspices of the United Nations as a result of Iraq's occupation of Kuwait and its threat to peace and security in the Persian Gulf.

The Allies were under significant pressure given the capabilities of Saddam Hussein's military forces. The Iraqis possessed considerable military breadth and depth. The Iraqi army had over one million soldiers in uniform supported by more than 5,500 tanks, including modern T-72s and over 3,000 artillery pieces. To this was added the elite Republican Guard who numbered over 80,000 troops. And the Iraqis also boasted over 750 French- and Soviet-made aircraft, including 500 fighters and fighter-bombers.

But perhaps even more worrisome was that the Iraqi armed forces were combat-tested in a decade-long war against Iran during the 1980s, while Western forces hadn't waged a full-scale war since the days of the Korean conflict.

The CF deployed to the Persian Gulf in August 1990, shortly after the UN passed Resolution 661 authorizing an embargo against Iraq to restore peace to the region. Operation FRICTION, the Canadian contribution to the Allied effort, brought together a Naval Task Group, a field hospital and 24 CF-18 fighters.

The 2,700 Canadians in-theatre could have been lost amidst the half million sized force. They were not because Canadian commanders insisted on national control over their troops' employment. And even when tactical control was extended to foreign commanders, it was done on the understanding of specific limitations.

The Canadian Naval Task Group consisted of the destroyers HMCS *Terra Nova* and HMCS *Athabascan*, and the supply ship HMCS *Protecteur*. They intercepted suspicious shipping in the Persian Gulf.

The Canadian field hospital with 530 personnel operated with the British division, caring for both British and Iraqi wounded.

The CF-18s operated out of the Canada Dry bases in Qatar, performing combat air patrol, escort and reconnaissance missions. For the first time since the Korean War, Canadian air-to-surface attacks took place during the conflict.

Iraq's deadline to comply with UN Resolution 660 (to abandon its occupation of Kuwait and return home) expired on January 15, 1991. After this date, the Allied force, led by American General Norman Schwarzkopf, was free to commence military operations. The "shock and awe" of post-modern industrialized warfare was about to be unleashed all over Iraqi forces.

PHOTO: Christian Columbe

Persian Gulf War - CF-18 fighter jets from 439 Tactical Fighter Squadron on the flight line at Camp Canada Dry in Doha, Qatar in January 1991.

The air war began two days later. This phase of the campaign was designed to knock out the command, control, communications and air capabilities of Iraqi forces. The Allied air war paid off and opened the way for the troops on the ground.

The mighty ground offensive launched on February 24 was an exercise in the application of overwhelming force. Several brave Iraqi units stood their ground and fought hard, but the result seemed almost inevitable. The Iraqis didn't have a chance.

Three days following the 'race to Iraq' – such was the speed of the retreating Iraqis that Allied soldiers involved in the ground offensive described their experiences as a race – after just 100 hours of ground operations, the Iraqis had been unceremoniously ejected from Kuwait.

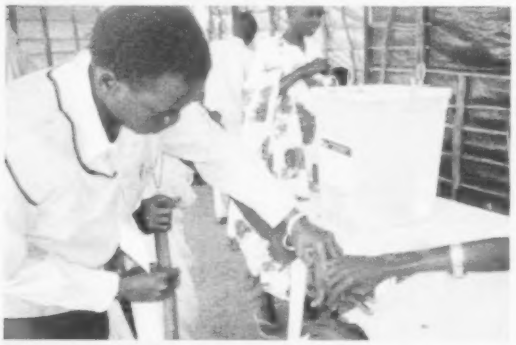
US President George H.W. Bush declared a unilateral cease-fire on February 28. Iraq agreed to abide by the terms of the UN Resolutions on March 3, and the official cease-fire came into effect on April 6. ♣

Year in

JANUARY

MERITORIOUS SERVICE FOR A MERITORIOUS MISSION

CF veterans of the Libyan campaign marched past Governor General David Johnston November 24, while RCAF aircraft flew over Parliament Hill in a ceremony to mark the conclusion of Operation MOBILE.



CANADA'S ROLE IN THE REPUBLIC OF SOUTH SUDAN

As the people of South Sudan usher in a new era of independence, the CF are helping the nation transition to a safer, more secure future.

Bdr Jason Pridham (right) advises an Afghan National Army sergeant during a live-fire exercise of the D-30 Howitzer at KMTC. More than 200 CF advisors and support staff serve at KMTC on Op ATTENTION, the CF contribution to NATO Training Mission - Afghanistan.

AFGHANISTAN LEGACY

The end of Operation ATHENA in December 2011 marked the end of a major mission for the entire CF and civilian community. It represented Canada's participation in the Afghanistan International Security Assistance Force (ISAF).

FEBRUARY

HMCS *Charlottetown*, deployed on NATO-led Op Active Endeavour, departs Halifax Harbour for the Mediterranean Sea, where she will be tasked with finding and boarding ships suspected of participating in terrorism.

CANADA RENEWS MEDITERRANEAN MISSION

HMCS *Charlottetown* and her crew set sail from Halifax January 8 to replace HMCS *Vancouver* following *Vancouver*'s successful six-month participation in Operations Unified Protector and Active Endeavour.

A War of 1812 graphic depicting Major-General Isaac Brock; Tecumseh; Lieutenant- Colonel Charles-Michel de Salaberry; and Laura Secord.

COMMEMORATING THE WAR OF 1812: CANADA'S ROLE

What most Canadians remember about the War of 1812 is that we set fire to the White House.

But that event was only a small part of the war. This year, historians and history buffs alike will be busy marking the bicentennial of the military conflict between Great Britain and the US that became known as the War of 1812.

CYBER SECURITY: DO YOUR PART!

Within DND/CF, the Information Management Group is the lead in the planning, development, delivery and support of innovative IM/IT capabilities that enable successful CF operations and the achievement of DND and Government of Canada objectives. Furthermore, the CF Network Operations Centre conducts computer network defence. Looking into the future, there is a new organization within the Chief of Force Development, Director General Cyber (DG Cyber) whose mandate is to develop future cyber capabilities. The CF Cyber Task Force is a small dedicated team within DG Cyber that is developing ways to optimize, conceive, design and build cyber capabilities in support of CF operations.

MARCH

The cover of 'Caring For our Own'.

CF LAUNCHES 'CARING FOR OUR OWN'

The CF has launched "Caring for our own", a comprehensive framework that provides support for ill and injured CF personnel and their families. "Caring for our own" organizes the many programs and services offered by the government into an integrated system of care.

HALIFAX - CLASS MODERNIZATION UNDERWAY

Shots echoed from HMCS *Regina*, the first RCN frigate fitted with the 57mm MKIII gun, to signal the start of one of the stages in the Halifax-class Modernization Program and the introduction of Canada's new highly flexible weapon system.

Review

APRIL

Cdr George Forward, Task Force Sudan commander, volunteers with the local Boy Scouts and Girl Guides clubs in his spare time.

CANADIANS INFLUENCE MISSION IN DARFUR

Currently in its eighth year, Operation SATURN, the CF's participation in Sudan, rolls on as personnel on the current rotation advance Canada's good reputation within the country.

GOVERNMENT-WIDE SPENDING REVIEWS ANNOUNCED

On March 29 Budget 2012 formally announced several savings opportunities for Defence that were found under the Deficit reduction action plan, the umbrella under which all government efforts to identify efficiency savings come together. Also announced were savings found in the 2010 Strategic Review (SR), a government-wide review of programs to reallocate funding from low-priority, low-performing programs to higher priorities for Canadians.

JUNE

INTRODUCING THE DECORATED: RECOGNIZING THE BRAVEST OF THE BRAVE

Valour, self-sacrifice and devotion to duty – all while in the presence of the enemy. Risking their lives to protect others in great peril.

On June 14, a new initiative called The DECORATED will be unveiled, which aims to increase Defence Team awareness of the outstanding achievements of decorated CF members.

Operations and plans advisor Maj Brent Whelan (second from left), Capt Brian Nadon, curriculum advisor, and Maj Martin Anderson, part two course advisor, observe an ANA student as he briefs course commander Col Amin (right) and operations and plans officer Col Ramatshah during an exercise in preparation for Ex Panjshir Lion in a command post setting at the ANA Command and Staff College in Kabul.

COMMANDER LOOKS FORWARD TO CHALLENGES AHEAD

MGen Jim Ferron is settling into his new year-long posting as commander of the Canadian Training Mission in Afghanistan and Deputy Commanding General for the NATO Training Mission in Afghanistan (NTM-A). Wearing a number of hats during his tenure has its advantages.

MAY

Canadian Rangers and other CF personnel form a circle for a prayer before departing Resolute Bay, Nunavut, on an Arctic patrol.

OP NUNALIVUT 2012: SAFETY, SECURITY AND DEFENCE NORTH OF 60

The Canadian High Arctic. It's incomprehensibly vast, barren and, depending on what time of year you visit, either almost completely light or completely dark. The challenges associated with conducting military operations in such an inhospitable region are obvious, and yet, the renewed interest in all things northern makes the Arctic a prime location for many types of training and development. The CF play a key role in contributing to safety, security and defence north of the 60th parallel.

HMCS *St. John's* steams on the Mississippi River to New Orleans, La., to participate in the War of 1812 Bicentennial commemoration. She will be joined by ships from the US Navy and Coast Guard, the UK and France, and tall ships from Ecuador and Indonesia.

CF PARTICIPATES IN COUNTER-NARCOTICS OP

Their role is like something out of Hollywood, as they follow drug traffickers from the air and under water.

HMCS *St. John's* is currently deployed on Operation CARIBBE, the CF contribution to Op Martillo, a multinational collaborative effort among Western Hemisphere and European nations to counter drug trafficking in the Caribbean Basin.

Year in

JULY

A tractor is cleaned in the new Vehicle Wash System.

HMCS *Algonquin* arrives at Joint Base Pearl Harbor-Hickam, in Honolulu, Hawaii, on June 29, 2012.

CF GET TRIFECTA OF SUPPORT EQUIPMENT

Three new pieces of mobile equipment designed to improve the CF's operational capabilities while deployed have been added to the fleet.

CANADA PARTICIPATES IN RIMPAC 2012

RIMPAC 2012 is taking place near the Hawaiian Islands over a six-week period from June 29 to August 3, and occurs in three phases.

Note: There was no issue published in August.

SEPTEMBER

NEW CDS DELIGHTED WITH APPOINTMENT

He's the son of a Second World War fighter pilot, the father of two currently serving Royal Canadian Air Force officers, and a fighter pilot, commander and staff officer with 37 years in the RCAF. So Lieutenant-General Tom Lawson was quick to acknowledge his lifelong connection to the military during the news conference on Monday held to announce his appointment as the new Chief of the Defence Staff (CDS).

OP NANOOK 2012: 440 SQUADRON CONTRIBUTES TO SUCCESSFUL SEARCH AND RESCUE

INUVIK, N.W.T. — Two CC-138 Twin Otter aircraft from 440 "Vampire" Transport Squadron in Yellowknife, N.W.T. helped with the successful search for four hunters missing in the Arctic on August 17.

Sgt Kelly Turcotte, a patrol commander with the Canadian Rangers, stands near an inukshuk during Operation NANOOK in Churchill, Manitoba.

OCTOBER

MENTAL HEALTH CARE SYSTEM GETS A BOOST

Military members can expect easier and more rapid access to mental health services with the announcement of new funding that will bolster the CF health care system.

From telecommunications to GPS to ATMs, as Canadians we rely increasingly on space technologies in our everyday lives.

CANADA LEADING WAY IN INTERNATIONAL SPACE COLLABORATION

Canada is leading the way in the Multinational Experiment 7 (MNE 7) space mitigation experiment, where satellites, space and space collaboration were recently at the forefront of discussions, planning sessions and experiments at the Canadian Forces Warfare Centre, located in Ottawa.

Review

NOVEMBER

LGen Stuart Beare (left), Commander of the Canadian Joint Operations Command and Gen Walt Natynczyk (right), then-Chief of the Defence Staff, sign the official scroll during the stand-up of CJOC at the Canada Aviation and Space Museum in Ottawa on October 5.

CJOC STAND-UP: A BIG STEP IN THE TRANSFORMATION OF THE CF

The stand down of Canada Command, Canadian Expeditionary Force Command and Canadian Operational Support Command signified the ending of one chapter and the beginning of another for the Defence Team, as Canadian Joint Operations Command (CJOC) was officially stood up, with Lieutenant-General Stuart Beare in command.

GENERAL LAWSON TAKES OVER COMMAND OF THE CF

In a modest ceremony held inside the Lebreton Gallery at the Canadian War Museum, General Walt Natynczyk handed over his duties as Chief of the Defence Staff to Gen Tom Lawson.

NEW COMMANDER FOR RCAF

Surrounded by military members on parade, pipers, musicians and several former commanders of the RCAF, LGen Deschamps officially passed the baton to LGen Yvan Blondin, a 32-year veteran of the CF. LGen Blondin is a former fighter pilot with 20 years experience flying the CF-18.

Medical staff at the formerly Canadian-led multinational hospital at Kandahar Airfield, provides medical care to an Afghan National Army soldier who received a gunshot wound.

CF AWARDED HIGHEST NATO HONOUR FOR MEDICAL ACHIEVEMENTS

The CF often boasts of a quality, responsive and innovative health care system that is committed to providing the best support possible. Now, NATO and the heads of military medical services the world over are backing up that claim and recognizing Canada for its ground-breaking work in the field of combat medicine.

DECEMBER

REGINA AT SEA FOR THE HOLIDAYS

With many sporting cheesy Movember moustaches, the crew onboard HMCS *Regina* passed their halfway point in the mission patrolling the Arabian Sea, having travelled more than 7,620 nautical miles (14,112 kilometres).

Steward, OS Oliver Boongaling prepares a salad in the Wardroom Servery on board HMCS *Regina* during Op ARTEMIS in the Arabian Sea.

ASK THE EXPERT:

Q: My New Year's resolution is to lose a sufficient amount of weight. A realistic expectation would be 12 pounds by April 1. How would I go about reaching this goal?

A: First of all, it is important that you stick to the goals you've set for yourself; otherwise you may lose the motivation to continue progressing. Set some specific goals with interim milestones to guide and reward you for the effort. If you commit to a few simple lifestyle changes, you will lose weight and be healthier.

- **Take a bite out of your portions.** Remember, if you eat smaller portions you will be reducing the amount of calories that you consume which, in the long run, will result in weight loss.
- **When hungry, snack on fruits and vegetables** like apples, oranges, strawberries, mushrooms, broccoli, squash, green beans, and red peppers. These foods are very nutrient-dense and have a satisfying crunch as well! Losing weight starts with one step at a time.
- **Breakfast is essential.** Breakfast really is the most important meal of the day. A healthy breakfast will reduce hunger throughout the day and help you make better food choices at other meals.
- Drink plenty of water! Leave the sugary drinks for special occasions and let water quench your thirst instead. Water is an essential nutrient your body needs to burn fat and will help you cut down on the amount of food you eat.
- **Be more active.** Winter offers plenty of opportunities to try new sports and active hobbies. Thirty minutes of exercise a day will keep the fat away.
- **Treat yourself moderately!** Cutting out your favourite snacks can lead to cravings; treat yourself once a week as a reward. Keep treat portions small – a smaller portion can satisfy your craving and usually be met in the first three bites.
- **Weigh yourself once a week.** Following your progress will inspire you to work even harder to achieve your objectives.
- **Tune into hunger signals.** Learn to recognize your hunger. Take a few moments to ask yourself if you are really hungry. If you ate just a few hours ago and don't have a rumbling stomach, you're probably not really hungry.

This health column gives you the opportunity to ask your health and well-being questions to a Strengthening the Force expert.

Send any related questions to: +MapleLeaf@ADM(PA)@Ottawa-Hull to be forwarded to the expert. Only selected questions will be answered in subsequent columns.

Health Promotion in the Canadian Forces
STRENGTHENING THE FORCES
ENERGISER LES FORCES
Promotion de la santé dans les Forces canadiennes

PHOTO: Rémi Thériault

First Canadian SimWars!™ team (left to right): Critical Care Nursing Officer LI(N) Kristi Velthuizen, LCol Colleen Forestier, MD, (Family Medicine); and Critical Care Nursing Officer Capt Joanne Schmid.

CF HEALTH SERVICES

SETS THE BAR AT NATIONAL SIM WARS COMPETITION

Competition was fierce at the annual Sim Wars national cup in Ottawa, as experienced medical teams battled it out to resuscitate the simulated patient. The battle victors were the Canadian Forces Health Services (CFHS) team.

The Sim Wars Competition is a competitive medical scenario based on critically ill patients, judged by medical experts, with teams from across the country competing.

This competition was part of the recent Royal College of Physicians and Surgeons of Canada (RCPSC) 5th annual Simulation Summit. This international conference provided an opportunity for health care professionals and medical educators from around the globe to share ideas, research and peruse new technologies.

Medical simulation is progressively becoming more realistic with the use of new technology. An example of this is the use of trauma patient mannequins which have the capability to simulate critically ill patients and combat injury scenarios with high fidelity, while minimizing the use of live tissue in training. CFHS is at the forefront of this type of high-impact, realistic training.

The CFHS team was comprised of Lieutenant-Colonel Colleen Forestier (FR physician), Major Andrew Beckett (trauma surgeon), Captain Joanne Schmid and Lieutenant(N) Kristi Velthuizen (both critical care nurses).

MASS CASUALTY PLANNING WORKSHOP

Disaster preparedness continues to be a topic of interest globally and the CF are considered leaders in this field. Workshop participants were presented with a scenario where intelligence suggested high risk of a chemical weapons terrorist attack at the event. Participants were asked to begin planning an exercise where they could demonstrate their hospital's ability to receive and treat up to 100 nerve gas victims within a 24 hour period. The workshop highlighted the complexities of planning such events and allowed participants to explore and address the common issues that would arise.

Next year's Simulation Summit and Sim Wars will be held in Vancouver and will no doubt provide further opportunity for the CF to shows its strength in the field of simulation.

A NEW YEAR OF HEALTHY POSSIBILITIES

We all make New Year's resolutions motivating us to pursue the changes we want and need. Achieving new fitness goals, weight loss, or pursuing an active lifestyle in general are common aspirations on many lists. While it sounds promising, these resolutions are far easier to make than they are to keep! Here are some tips to help you achieve your goals:

- **Set realistic expectations:** Set attainable goals: Break each objective down by steps and write them down. Plan for the time to pursue them. Create a schedule clearly outlining what objectives can be achieved by a goal date and how to manage the steps.
- **Be specific:** It is important to detail exactly what you want and avoid vagueness. Hoping to "lose weight" is ambiguous and difficult to follow. How much weight? And by when? A pound or two a week is easier to monitor and sets up milestones.
- **Think about last year:** If you choose to reach for the same goals you did last year, analyse the results; which approaches were effective and which ones were detrimental to the progress? Build on your past successes in achieving results.
- **Keep your list short:** Taking on too many goals at once can overwhelm you. Making a specific and shorter list will set you up for success by allowing you to focus your energy on just a few goals.
- **Discuss with family and friends:** Having a healthy support system will help you stay motivated. Enlighten them on the goals you've made and why you made them and ask for help or even team up on a shared goal.

For more info go to http://cmp-cpm.forces.mil.ca/health-sante/ps/hpp-pps/default-eng.asp ♣

KEEPING THE DEFENCE TEAM HEALTHY

MY ROLE IN THE CFDS

MY ROLE IN THE CFDS features military and civilian personnel and occupations throughout the Defence Team. Featured profiles use real-life stories to illustrate the dedication, excellence and professionalism of personnel and employees in their day-to-day jobs under the purview of the *Canada First* Defence Strategy.

PIPE MAJOR SGT TOM BROWN:
AIRMAN SERVES CANADA WITH MUSICAL EXCELLENCE

The "cranking of the cat" is an often-heard expression associated with the bagpipes. For Sergeant Tom Brown, nothing could be further from the truth.

As Pipe Major of the RCAF's Air Command Pipes and Drums (ACPD) in Ottawa, Sgt Brown leads the delivery of innovative military musical support that raises the morale of the troops, in turn contributing to operational effectiveness and the personnel pillar of the *Canada First* Defence Strategy.

Military musicians trace their origins to the pre-Confederation days of small, community-based militia units. They have accompanied Canadians into battle, added a backdrop of sombre music to ramp ceremonies and showcased their talents during lively public performances.

Sgt Brown isn't the first piper in his family. Sgt Graham Brown, his grandfather, was a piper with the Cameron Highlanders of Ottawa. The elder Brown fought with the Allied follow-on force assaulting Normandy while inspiring his advancing comrades under a hail of gunfire.

"My grandfather gave me his war pipes – my first set – which I still play on parade today," said the mild-mannered sergeant.

PHOTO: Cpl William White

PHOTO: Cpl Dianne Naumann

Sgt Tom Brown performs during the 2011 Remembrance Day Ceremony in Ottawa.

Graduating from North Kemptville High School in Ontario, Sgt Brown studied audio engineering at The Audio Recording Academy in Ottawa.

"I never thought I could pursue a career playing the bagpipes, but I wanted to work in music. I didn't think piping would get me there," he said.

Sgt Brown's civilian audio engineering career led him to become a full-time playing member of Gaelic Storm, a US-based celtic fusion band whose album entitled "How Are We Getting Home" climbed to third place on the billboard music charts in 2004.

Sgt Brown's career as a sound engineer exploded shortly after that, leading him out of the US and around the world. He worked with some of the biggest legends in music: B.B. King, Johnny Winter, Colin James, Jim Bryson, Metric, Alexisonfire and City and Colour. Sgt Brown reached the zenith of his audio engineering career from 2006 to 2009, when he worked as tour manager and sound-man for folk singer Kathleen Edwards. His final gig for Ms. Edwards was the 2010 Olympics in Vancouver.

"It was an incredible experience. But I was away over seven months of the year, sitting on tour buses in strange cities week after week," said Sgt Brown. "My wife and I just had a daughter and while I was touring, I heard from other pipers that the Canadian Forces were hiring directly into the music trade. I auditioned in 2009 and got the job the following year."

> *"My grandfather gave me his war pipes – my first set – which I still play on parade today."*
>
> – Sgt Tom Brown

After completing basic training, Sgt Brown reported for duty with the ACPD in the summer of 2010.

The pipe band is now a sub-unit of the Central Band of the CF. With the exception of Pipe Major Brown and the drum instructor, who are full-time military musicians, over 40 pipers and drummers are volunteers drawn from the ranks of the CF, in addition to some civilians from the local area. The band rehearses once a week for appearances in parades, ceremonies, tattoos, concerts and competitions for domestic and international audiences.

"It's an incredible group of talented people," said the proud pipe major. "This is the most enjoyable aspect of my duty. The musicians put in all the effort on their instruments outside of work — from playing parades and practicing by themselves — so they can show up to rehearsal having memorized the repertoire I gave them. They are the most dedicated people I know."

But Sgt Brown's duties don't stop there. He's also the 'on call' piper for the National Military Cemetery at Beechwood where he can perform up to a dozen outdoor funerals a year. He recently piped the change of commands for the Chief of the Defence Staff, the RCAF and the stand-up of Canadian Joint Operations Command.

Additionally, he performs at about 30 mess dinners per year, plus all of the guards of honour for the National War Memorial, as well as performances for the Governor General.

"This job has been quite an experience. Two days are never alike and you just never know who you will be performing for next." ◆

PHOTO: MCpl Mark Alvare Gaudreault

Maj Susan French (right), CF Chief of Staff advisor for the Afghan Border Police (ABP) speaks with Capt Janaya Hansen, CF Logistic advisor for the ABP at the ABP Headquarters in Kabul, Afghanistan December 18.

The Canadian Contribution Training Mission - Afghanistan (CCTM-A) is the Canadian Forces' participation in NATO's training mission to assist Afghan National Security Forces as they transition to full responsibility for their domestic security by 2014.

Defence Ethics Programme

ROOTING OUT THE WEAK

"Hey Sarge, what's going on?" asks Master Corporal Pierre Sanger.

"Ahhh, I'm fed up having to deal with incompetence! I asked her to do one simple task and she can't even do that right," explains Sergeant Bill Portman.

"Who are you talking about?" asks MCpl Sanger.

Sgt Bill Portman is a signals operator (sigs op) recently posted to NDHQ for the first time. Since joining the CF, he's only been posted to large Army bases in his trade and he deployed to Afghanistan twice. He's confident, technically skilled and has a reputation suggesting that he'll advance quickly to higher ranks. MCpl Sanger is also a sigs op, who has been at this unit for a year and happy to have a supervisor who's a 'hard-charger, take-no-prisoners' kind of soldier, even if he's a little blunt.

"It's Geri Barteaux," continues Sgt Portman. The Master Warrant Officer asked for the output stats for the first phase of our project. So I gave it to her, since I hate admin. And she missed a whole section. Then when I asked her about it, she looked like she was going to cry. I mean, c'mon, get a backbone and do the job right."

"No offence, Sarge, but Geri is a really soft-spoken person. And I don't think she's used to working with that software. In fact, I heard she's likely going to replace Warrant Officer Marconi when he heads up to Alert," says MCpl Sanger.

"What?" asks Sgt Portman loudly, "I'm not working for some weak analyst who can't even figure out a simple software program."

A few weeks later, MCpl Sanger can't help but overhear a conversation by the photocopy room between Geri and a sergeant from another section.

"I think Sgt Portman is going to be trouble for me," says Ms. Barteaux. "He obviously doesn't like me because he questions everything I do and everything I ask him to do. It's always a challenge. And now he keeps telling jokes, usually within earshot of my cubicle, about the difference between weak leaders and strong ones."

"Geri, it's his first posting to Ottawa, so he's not used to working with a lot of civilian staff. You aren't weak. I'm sure he'll come around."

"I'm not so sure," replies Ms. Barteaux. "The other day, I found a file on my desk with several advertisements for position assignments in other units. I think he's trying to bully me into leaving this position."

MCpl Sanger is not really surprised at what he overheard. Sgt Portman hasn't hid how he feels about working with Ms. Barteaux, and anyone else he thinks is 'weak'. And he's made some jokes about how the military should go back to being a 'true military'. While MCpl Sanger doesn't share Sgt Portman's views, he thinks that if his sergeant did place those job advertisements on Geri's desk, it wasn't only in poor taste, but wrong. But then again, maybe a colleague of Geri's just placed them on her desk thinking she might be interested in them.

Later that week, MCpl Sanger is working through his lunch and hears Sgt Portman on the phone in the cubicle next to him.

"Yup, I'll get rid of her. Maybe I'll start my own info ops campaign. I'll call it Op INTIMIDATION."

Now MCpl Sanger is pretty certain what his sergeant is trying to do. He feels bad for Ms. Barteaux, but he's not sure what he could do about it. "She'll probably just handle it herself," he thinks to himself. "But then again, I don't think Sgt Portman is the kind of guy to back off."

From a Defence Ethics perspective, what should MCpl Sanger do? What should Ms. Barteaux do? For more information on this scenario or other situations, contact: +Ethics-Ethique@CRS.DF.P@Ottawa-Hull.

CROWSNEST
ENHANCES OUTLOOK FOR CF INFORMATION OPERATIONS GROUP

A classroom that will train technicians in the fine art of Electronic Intelligence (ELINT) was officially opened on November 23 at the Canadian Forces Electronic Warfare Centre (CFEWC) by Brigadier-General R.G. Mazzolin, Director General Information Management Operations (DGIMO).

The event was the last milestone for the Crowsnest project, which began in 2007 and aims to equip CFEWC with the necessary tools, IT infrastructure, and network connectivity to perform technical ELINT analysis. This will consolidate military and civilian national technical ELINT resources in a single location for enhanced collaboration.

"This is a great day for EW and ELINT," observed Lieutenant-Colonel Bill Franklin, current commanding officer of CFEWC. "This ceremony represents the culmination of a vision which several of my predecessors have supported and pursued. It also repositions CFEWC as a dependable producer of technical ELINT at the national and international levels, reaffirms CFEWC's ability to provide vital and relevant support to operations, and offers tremendous potential to confront new challenges in the evolving domain of technical ELINT."

CFEWC is a unit of DGIMO and the Information Operations Group within the IM Group. It is located at Shirley's Bay in Ottawa. ◆

CF MODERNIZING
NCM professional development

Continuous learning by leaders is a foundation of the profession of arms.

The CF is committed to providing a continuous learning environment for non-commissioned members (NCMs), enabling and encouraging them to improve upon education and professional competencies in order to meet the challenges of an ever-changing security environment.

The Canadian Defence Academy (CDA) initiated the NCM Professional Development (PD) Modernization initiative to conduct a review of the existing PD system. In collaboration with stakeholders from the Navy, Army, Air Force and Chief of Military Personnel, three key areas where PD could be enhanced were identified.

A Professional Military Education system

The first priority was to design and develop a modern, progressively-delivered Professional Military Education (PME) system that would integrate into the existing developmental period training structure. The new curriculum is designed to promote progressive career-long intellectual development where academic rigour increases as the NCM advances in rank and expertise.

The design phase is now complete, and development and implementation of NCM PME into the Intermediate Leadership Program, Advanced Leadership Program, and Senior Leadership Program has begun. The end state will be an NCM PME system built upon sound academic principles and strong stewardship that reinforces the core knowledge and competencies demanded by the profession of arms in Canada.

Accredited career-long learning paths

To meet the challenges of future operations, NCMs, regardless of occupation, should have access to accredited career-long learning paths that provide opportunities for intellectual development in areas that meet the needs of the CF.

As the Officer Professional Military Education (OPME) program will no longer be delivered and its replacement, the CF Junior Officer Development (CFJOD) Programme, will not be available to NCMs, CDA has started developing certificates and diplomas with our civilian partners to address this issue. Self-development is a shared responsibility between the CF and the NCM Corps, and all programs will be delivered through e-learning and be designed to meet the unique needs of the NCM Corps.

Recognition of civilian occupations

Where possible, we should enable the automatic recognition of individual occupations with their civilian occupations. This area of work is ongoing, and we continue to engage our college and university partners to find the best fit that maximizes the recognition of the skills, knowledge and experience of the NCM occupations.

The future NCM PD system will need to provide NCMs sufficient educational and employment opportunities to develop the mental agility and critical thinking skills to strengthen future CF command/leadership teams at all levels. The NCM PD Modernization initiative has these requirements in mind.

More details, specifically with respect to career-long learning paths, will be provided in a CANFORGEN and information pamphlets before mid-February. Further information can be found on the CDA Intranet site at: cda.mil.ca, and questions may be directed to CWO Ralph Mercer at +CDA.NCM.ModernPD@CDA-ACD@Kingston. ◆

PAPER PAY STUBS
to end for civilians

As of April 1, 2013, Compensation Services will no longer send pay stubs to civilian personnel. To view paystubs and T-4's, civilian employees will need access to the Public Works Compensation Website at: www.tpsgc-pwgsc.gc.ca/compensation.

The Compensation Web Application (CWA) gives employees access to self-service tools to view, use and modify personal information in a private and secure environment. These on-line tools provide instant access to pay, benefits, insurance and pension information, as well as tools to calculate pension-related projections and leave with income averaging. These on-line services include:

- Statement of Earnings (Pay Stub) and Tax Slips;
- Pension and Insurance Benefits Statement;
- Pension Calculator;
- Service Buyback Estimator;
- Gross to Net Regular Pay Estimate Calculator;
- Voluntary Deductions (application to adjust voluntary deductions, e.g. Alterna Savings, additional provincial or federal tax); and
- Health Care Coverage – a tool to help manage your Public Service Health Care Plan (PSHCP) coverage.

To access the application, users must open a session on the application and enter their own userID called "MyKey".

If a user does not have a user ID, they can enrol for one by following the instructions listed on the CWA Website. Users will need to have their Personal Record Identifier (PRI), government e-mail address, and date of birth to create a new account.

In order to avoid unpleasant surprises and long delays, civilian employees are encouraged to familiarize themselves with the application well in advance of the changes taking effect April 1, 2013.

If users encounter technical difficulties, or have lost their UserID, please contact your local help desk for assistance.

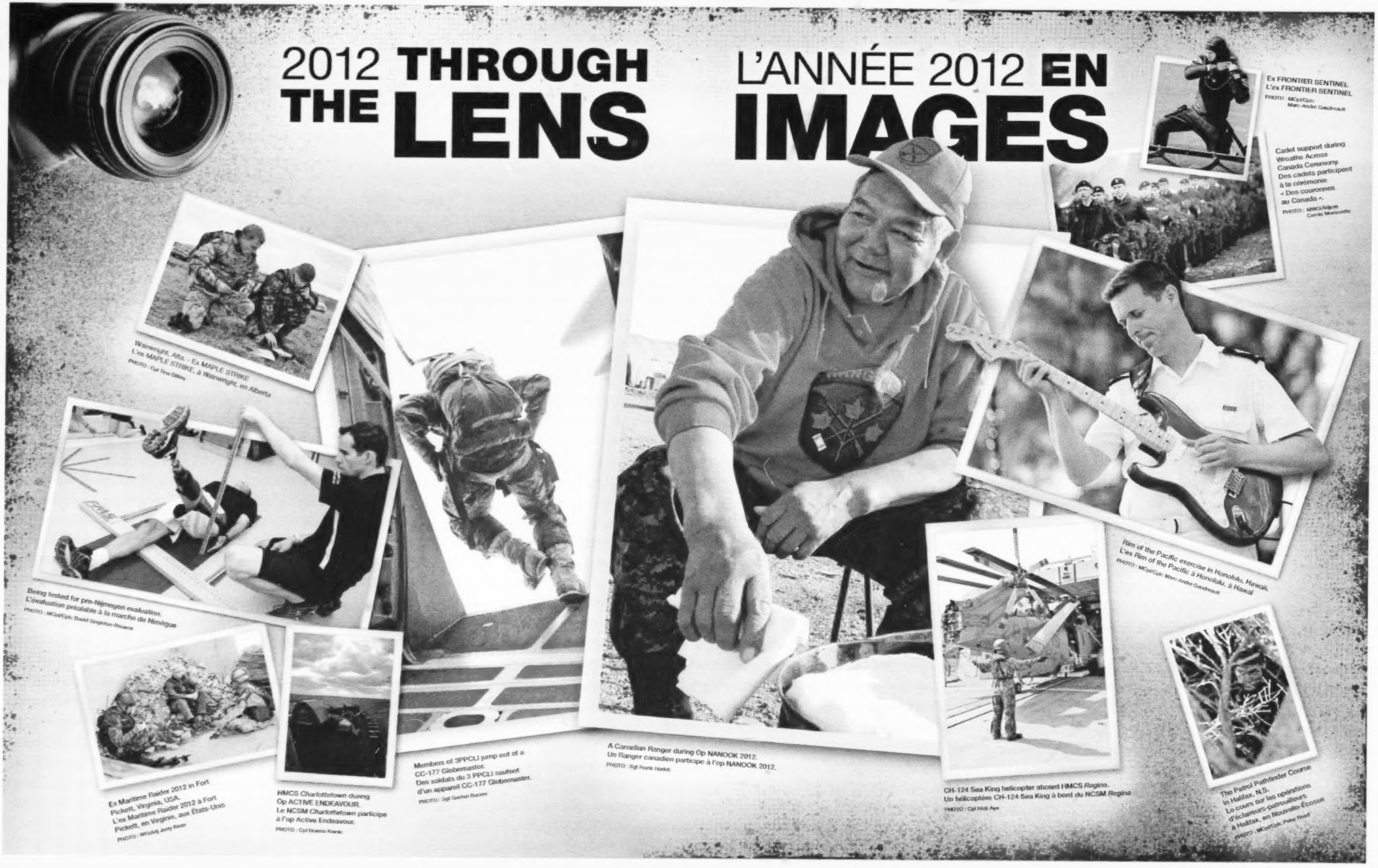
PHOTO: Cpl Anthony Gosselin

NAVY COMPLETES TASK GROUP EXERCISE IN ATLANTIC OCEAN

The operations room crew of HMCS *Iroquois* perform their duties during emergency stations while on Task Group Exercise (TGEX) 6-12 in the Atlantic Ocean. TGEX 6-12 was held from mid-November to mid-December. It included four ships from the Royal Canadian Navy's Atlantic Fleet, and participants from the Royal Canadian Air Force and US Navy. The exercise was designed to practise defending Canada's maritime approaches while improving interoperability between Canadian and US forces. ◆

2012 THROUGH THE LENS

L'ANNÉE 2012 EN IMAGES



Wainwright, Alta. - Ex MAPLE STRIKE
L'ex MAPLE STRIKE, à Wainwright, en Alberta
PHOTO : Cpl Tina Gillins

Ex FRONTIER SENTINEL
L'ex FRONTIER SENTINEL
PHOTO : MCpl/Cplc Marc-Andre Gaudreault

Cadet support during Wreaths Across Canada Ceremony.
Des cadets participent à la cérémonie « Des couronnes au Canada ».
PHOTO : MWO/Adjum Carole Morisseite

Being tested for pre-Nijmegen evaluation.
L'évaluation préalable à la marche de Nimègue
PHOTO : MCpl/Cplc David Singleton-Browne

Ex Maritime Raider 2012 in Fort Pickett, Virginia, USA.
L'ex Maritime Raider 2012 à Fort Pickett, en Virginie, aux États-Unis
PHOTO : WO/Adj Jerry Kean

HMCS *Charlottetown* during Op ACTIVE ENDEAVOUR.
Le NCSM *Charlottetown* participe à l'op Active Endeavour.
PHOTO : Cpl Rosario Kiarie

Members of 3PPCLI jump out of a CC-177 Globemaster.
Des soldats du 3 PPCLI sautent d'un appareil CC-177 Globemaster.
PHOTO : Sgt Gaston Rucine

A Canadian Ranger during Op NANOOK 2012.
Un Ranger canadien participe à l'op NANOOK 2012.
PHOTO : Sgt Frank Hunkie

Rim of the Pacific exercise in Honolulu, Hawaii.
L'ex Rim of the Pacific à Honolulu, à Hawaï
PHOTO : MCpl/Cplc Marc-Andre Gaudreault

CH-124 Sea King helicopter aboard HMCS *Regina*.
Un hélicoptère CH-124 Sea King à bord du NCSM *Regina*
PHOTO : Cpl Hick Aye

The Patrol Pathfinder Course in Halifax, N.S.
Le cours sur les opérations d'éclaireurs-patrouilleurs à Halifax, en Nouvelle-Écosse
PHOTO : MCpl/Cplc Peter Reed